

**Title: Shared Prosperity: The Value of Quality**  
**Speaker: Gregory H. Watson**



## Speaker Profile

### Current Positions:

President, International Academy for Quality  
Chairman, Business Excellence Solutions, Ltd.  
Adjunct Professor, Industrial Engineering, Oklahoma State University

### Past Positions:

Chairman and president, American Society for Quality  
Vice President for Quality (Xerox Office Document Products Division)  
Vice President for Benchmarking (American Productivity & Quality Center)  
Director of Corporate Quality (Compaq Computer Corporation)  
Manager, Quality Leadership Development (Hewlett-Packard)

## Abstract

Today, there is much talk about “values” and “ethics” and “governance.” A great deal of this conversation has been stimulated by defects, or thing that went wrong in our management of either governments or businesses as both have had a negative impact on our economy. It is the obligation of quality professionals to ask: what can we do to support the world’s growing crisis with the philosophies, methods, and tools that have evolved in our community over the past century? Addressing such a question causes an examination of the roots of our profession – not in terms of methods and tools, but in terms of **the philosophy that drives managing by quality**. We must understand its metaphysical and epistemological foundations. We do quality for what reason? When we do quality how do we know we are the right thing and that we are doing it rightly? This address describes a study requested by the American Society for Quality in 2006 and has been evolving ever since. The study asks the question: “what is quality?” and “How should quality be defined so it will be accepted by the next generation?” Both of these are very good questions – this presentation provides some answers that have evolved from this study!